

Bundy

DEPUTY UNDER SECRETARY OF STATE
WASHINGTON

December 19, 1962

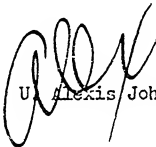
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Dear Mac:

I am attaching a draft memorandum on this question of our future organization for Cuban affairs.

If this commends itself to you I will discuss it with the Secretary and formally transmit it to the other members of the Excom preparatory to a meeting which we should shortly have on the subject.

Sincerely,


U. Alexis Johnson

Enclosure:

Draft memorandum.

The Honorable
McGeorge Bundy,
Special Assistant to the President,
The White House.

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U.S. ARCHIVIST (NKK-82-121)	
By <i>hjm</i>	NARS, Date <i>10/20/82</i>

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MEMORANDUM FOR THE HONORABLE MCGEORGE BUNDY

SUBJECT: Organization for Cuban Affairs

In considering how we organize ourselves for the future handling of Cuban affairs, I suggest that the following should be among the principles we should seek to apply:

1. There should normally be one central point in Washington for overt contact between the Government and Cuban exiles so as to minimize their natural tendency to seek to play one Department off against another.

2. There should be tight organizational arrangements and clear assignment of responsibility to assure to the maximum degree possible continuing and close coordination between policy and operations.

3. There should be especially close and continuous scrutiny of intelligence by operating and policy officers so as to assure that the policy and operations are promptly responsive.

All of this would require that our covert and overt operations, our covert and overt propaganda, our military contingency planning, our political operations in the OAS and elsewhere, et cetera, be coordinated to an unusual degree in order to be of maximum effectiveness. While our normal mechanisms of interdepartmental coordination can and should also continue to be used, and while over-organization for specific situations is self-defeating, I suggest the following as a possible type of organization.

AS

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U.S. ARCHIVIST (WIK-82)	
By <u>mm</u>	NARS, Date <u>10/20/82</u>

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As will be seen, this draws liberally on the "task force" concept without specifically so labelling it.

There would be organized in the Bureau of American Republic Affairs an Office of Cuban Affairs, headed by a Director directly responsible to Assistant Secretary Martin. There would be included in this Office various individuals now in the Department dealing with differing aspects of Cuba. In addition to the normal Office organization, there would be one officer each assigned to the Office on a permanent basis from the Department of Defense, CIA and USIA who would have a dual responsibility, that is, to the Office Director and to his parent agency. All officers assigned to the Office would have sufficient clearances to permit them to take advantage of all pertinent sources of intelligence and operational resources of the agencies concerned. In short, the objective would be to make the office genuinely a focal point for all policies and operations with respect to Cuba, and the point at which all concerned agencies would, on the basis of full information and free discussion, make coordinated policy recommendations to the Special Group or EXCOM and implement policy decisions in a fully coordinated manner.

*Should be contacts official
HEW, Justice, WH - needs to be from another assigned.*

I realize that the exact terms of reference for such an Office would need to be spelled out with some more exactitude but, if the concept commends itself to the other agencies concerned, I believe that this could readily be accomplished.

U. Alexis Johnson

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